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Assistant Director for Reports and Estimates

29 November 1949

Management Officer

Management Survey of ORE.

Scope

The Management survey of the Office of Reports and Estimates has been undertaken for the purpose of determining if the organization, functions, staffing pattern and procedures of the Office have been designed to promote effectiveness and efficiency in operations. By agreement with the Assistant Director for Reports and Estimates, the survey has been divided into three parts: (1) the Administrative and Plans and Policy Staffs; (2) the substantive support activities; and, (3) the area divisions. This report deals with the Administrative Staff. Subsequent reports will be submitted as the survey progresses.

General Observations

Prior to commencement of the survey the Assistant Director for Reports and Estimates had submitted a plan for general reorganization of his Office. The plan was approved and is currently in the process of implementation. A review of the plan and observation of the Office indicates that careful thought was given to over-all improvement of operations. The Assistant Director has prepared revised drafts of NSCIDs 1 and 3 for consideration. These Directives, while CIA-wide in scope, have a direct bearing on the ORE activities and after coordination and approval will provide more positive direction for the intelligence production effort.

Findings and Recommendations

1. Administrative Staff

a. The Administrative Staff consists of the Office of the Chief, and three Branches, e.g. Administrative, Information Control, and Presentation and Graphics. Each segment of the Staff is covered in succeeding sub-paragraphs.

b. Office of the Chief

(1) The Staff Chief does not maintain a staff organizational and functional chart of his office. Neither does he publish detailed instructions concerning delegations of authority and duties and responsibilities to his branch chiefs. The Chief has relied on verbal instructions and position descriptions to convey his desires to subordinates. It is considered good administrative practice to provide specific directives to all echelons of supervision.

Recommend that the Chief, Administrative Staff, provide written detailed instructions containing delegations of authority and duties and responsibilities to his branch chiefs.

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c. Administrative

(1) Application files of prospective employees are routed direct to divisions within ORE by the Personnel Division. This procedure was previously approved by the Management Staff in the interest of efficiency at a time when a considerable number of vacancies existed. It was suggested that the files now be routed from the Personnel Division to the Administrative Branch, which in turn will route the file to those divisions of ORE having appropriate vacancies. The change will assist the Branch in carrying out the function of administrative support to ORE. (The suggestion was implemented at the time of the survey.)

(2) Within the Administrative Staff (and generally within all other offices of CIA) there is a considerable accumulation of files no longer needed in day to day operations. Such files include canceled applications, resignations, and logs. An Agency Records Management Program is now in process of development which will provide authority for disposition of such files.

Recommend that action be taken to eliminate all unnecessary files as soon after receipt of Agency records disposal instructions as possible.

d. Information Control

(1) It is noted that a total of 49 positions within ORE have been allocated specifically to the information control function. This figure represents seven per cent of the authorized departmental strength of ORE. This function has also been assigned to many other employees as an additional duty, so it is conceivable that over ten per cent of the total man-hours of ORE are utilized for this purpose. The control of intelligence material is an important function both from the production and security aspects. It is felt that a different approach to the problem might provide the necessary efficiency and at the same time save considerable man-hours through elimination of duplication of effort.

A more detailed outline of the problem together with recommendations is contained in Tab A.

(2) Under current procedures ORE distribution clerks indicate the ORE distribution of documents on a multilith master prior to reproduction. The clerks also proofread the master although it has already been proofread after preparation by OGD personnel. The percentage of error noted has been negligible.

Recommend that Information Control Clerks discontinue proofreading the masters until the transfer of this responsibility to OGD.

(3) A sizeable number of documents and cables contain information of importance to several ORE Divisions. Internal ORE procedures have

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been established to provide multiple routing of these papers to all interested divisions on a time schedule. It was found that the time schedule was not being adhered to in many instances, sometimes with embarrassing results.

Recommend that the Assistant Director take the necessary corrective action.

c. Presentation and Graphics

(1) The Chief, Presentation and Graphics Branch, has prepared detailed functional statements together with statements of duties and responsibilities for subordinates which are in the process of coordination within OAE.

(2) The Situation Room Unit is understrength by two because of need for classification action on recently approved table of organization changes. The Management Staff took action with the Personnel Division to have the positions classified.

(3) The Graphics Section appeared to be in a rather disorganized condition. The underlying causes are lack of specific instructions concerning the operation and inadequate supervision.

The statements of duties and responsibilities indicated in c(1) above will undoubtedly provide the necessary instructions. It is recommended that proper supervision be given this activity to assure implementation of the published directives.

(4) The function of maintenance of the CIA Situation Room is currently charged to ORI. A revised statement of functions has recently been approved. A suggested plan for the operation of the Situation Room is attached as Tab B.

Recommendations concerning the Situation Room are contained in Tab B.

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